

**HAMMAM AL ALIL REGIONAL
TRAINING CENTER
MOSUL, IRAQ**

**SIGIR PA-09-183
JANUARY 12, 2010**

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SIGIR

Special Inspector General for IRAQ Reconstruction

January 12, 2010

Hamмам Al Alil Regional Training Center

Summary of Report: PA-09-183

Why SIGIR Did this Study

SIGIR is charged to conduct assessments of Iraq reconstruction projects funded with amounts appropriated or made available by the U.S. Congress. SIGIR assessed this project to provide real-time information on relief and reconstruction to interested parties to enable appropriate action, when warranted.

The objective of this project assessment was to determine if:

- project components were adequately designed
- construction complied with design standards
- adequate quality management programs were used
- project sustainability was addressed
- project results were consistent with original objectives

What SIGIR Recommends

This report does not contain any negative findings. As a result, no recommendations for corrective action were made and management comments were not required.

Management Comments

U.S. Central Command, U.S. Forces-Iraq, and the Gulf Central District of the U.S. Army Corps of Engineers provided a response to a draft of this report indicating that they had reviewed it, generally agreed with the facts as stated in the report, and had no comments to provide.

What SIGIR Found

On 8 July 2009, SIGIR performed an on-site assessment of the Hammam Al Alil Regional Training Center. The Hammam Al Alil Regional Training Center is located at Forward Operating Base Scorpion in Hammam Al Alil, Iraq. The project site is approximately 15 miles south of Mosul, located near the Tigris River. The site is relatively flat with little ground cover or vegetation, and contains several buildings along with existing utility facilities.

The overall objective of this \$5 million Iraq Security Forces Fund project was to provide a new Iraqi Army Regional Training Center. The work consisted of new construction as well as renovation and upgrades of existing utilities, including enlisted barracks, latrines, potable water, wastewater management system, power generation, as well as demolition of existing buildings, structures, and tents.

Subsequent to the award of the original contract, the Iraqi Army decided not to increase the number of students at the facility. Therefore, a partial termination of the project was requested, and the contract requirements were reduced. The new barracks was not required; however, the contractor would perform repairs to the existing barracks building to allow for adequate heating and cooling. In addition, the contractor was to repave the existing roads, and reconfigure the separate latrines into one single building.

At the time of the site visit, the project was approximately 34% complete. SIGIR determined that project components were adequately designed, the construction complied with the design standards, project sustainability was addressed, and project results to date were consistent with the original objectives.

The U.S. government quality assurance (QA) program was effective in monitoring the contractor's quality control program. The Mosul Area Office employed local Iraqi QA representatives to monitor field activities and complete daily QA reports. The daily reports documented the number of workers on site and the daily work performed. Also, the QA representatives supplemented the daily reports with detailed photographs that reinforced the information provided in the reports. In addition, QA representatives maintained a deficiency tracking log that provided a description of the deficiency, location, and suggested corrective action. The QA representatives did an effective job identifying and correcting construction deficiencies at the project site.



For more information, contact SIGIR Public Affairs at (703) 428-1100 or PublicAffairs@sigir.mil



SPECIAL INSPECTOR GENERAL FOR IRAQ RECONSTRUCTION

January 12, 2010

MEMORANDUM FOR COMMANDING GENERAL, UNITED STATES CENTRAL
COMMAND
COMMANDING GENERAL, UNITED STATES FORCES-
IRAQ
COMMANDING GENERAL, JOINT CONTRACTING
COMMAND-IRAQ/AFGHANISTAN
DIRECTOR, IRAQ TRANSITION ASSISTANCE OFFICE

SUBJECT: Report on the Hammam Al Alil Regional Training Center, Mosul, Iraq
(SIGIR Report Number PA-09-183)

We are providing this project assessment report for your information and use. We assessed the design and construction work performed at the Hammam Al Alil Regional Training Center, Mosul, Iraq to determine its status and whether objectives intended will be achieved. This assessment was made to provide you and other interested parties with real-time information on a relief and reconstruction project underway and in order to enable appropriate action to be taken, if warranted.

This report does not contain any negative findings. As a result, no recommendations for corrective action were made and management comments were not required. However, U.S. Central Command, US Forces-Iraq, and the Gulf Central District of the U.S. Army Corps of Engineers provided a response to a draft of this report indicating that they had reviewed it, generally agreed with the facts as stated in the report, and had no comments to provide.

We appreciate the courtesies extended to our staff by the United States Forces-Iraq and the offices of the Gulf Region District of the U.S. Army Corps of Engineers. If you have any questions please contact Mr. Brian M. Flynn at brian.flynn@sigir.mil or at 240-553-0581, extension 2485. For public queries concerning this report, please contact SIGIR Public Affairs at publicaffairs@sigir.mil or at 703-428-1100.

A handwritten signature in black ink, which appears to read "Stuart Bowen, Jr.", is positioned above the printed name.

Stuart W. Bowen, Jr.
Inspector General

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Introduction

Objective of the Project Assessment

The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties to enable appropriate action, when warranted. Specifically, the Special Inspector General for Iraq Reconstruction (SIGIR) determined whether:

1. Project components were adequately designed prior to construction or installation;
2. Construction or rehabilitation is in compliance with the standards of the design;
3. Adequate quality management programs are being utilized;
4. Sustainability was addressed in the contract or task order for the project; and
5. Project results were or will be consistent with their original objectives.

Pre-Site Assessment Background

Contract, Costs and Payments

On 3 September 2008, the U.S. Army Corps of Engineers (USACE), Gulf Region Division – Northern District (GRN) awarded Contract W917BE-08-D-0007, a firm-fixed-price contract to a local contractor in the amount of \$8,290,383. The project was funded by the Iraq Security Forces Fund.

There were three amendments and/or modifications to contract W917BE-08-D-0007¹:

- Amendment P00001, dated 21 November 2008, incorporated the construction of a concrete masonry unit (CMU) perimeter wall. The CMU perimeter wall was a substitute for the chain-link perimeter fence required in the Statement of Work (SOW). This was a no-cost modification.
- Modification 02, dated 2 February 2009, partially terminated the SOW requirements of latrines 1 to 12, potable water, and water distribution that resulted in a decrease of the contract amount by \$1,901,895.72. In addition, the modification included the addition of a new latrine adjacent to building 6 that resulted in an increase of the contract amount by \$1,851,820. As a result, the total contract amount decreased by \$50,045.72 from \$8,290,383 to \$8,240,337.28.
- Modification 03, dated 21 March 2009, partially terminated the SOW requirements for the renovation of building 6 that resulted in a decrease of the contract amount by \$4,770,991.31. In addition, the modification included the addition of building 6 renovations that resulted in an increase of the contract amount by \$1,559,220. As a result, the total contract amount was decreased by \$3,211,771.31 from \$8,240,337.28 to \$5,028,565.97.

¹ The amounts of increases and decreases in the modifications are incorrect and do not net out to the final contract amount. SIGIR used these amounts because they are listed in the source documents. This footnote serves to clarify the inconsistent amounts.

Project Objective

The overall objective of this Iraq Security Forces Fund project was to provide for a new Iraqi Army Regional Training Center (RTC) in Iraq. The work involved consisted of new construction as well as renovation and upgrades to existing utility facilities.

Pre-Construction Description

The Hammam Al Alil RTC project is located at the Forward Operating Base Scorpion, Hammam Al Alil, Iraq. The project site is approximately 15 miles south of Mosul, located near the Tigris River. The site is relatively flat with little ground cover or vegetation, and the project site contained several buildings and facilities along with existing utility facilities.

Statement of Work

The SOW required the contractor to design and construct a new Iraqi Army RTC in Iraq. The project consisted of new construction as well as renovation and upgrades to existing facilities and structures. The SOW required the construction or renovation of the following:

- Enlisted/trainee billeting
 - design and construct 15 buildings to accommodate 2,400 enlisted soldiers
 - each building will have four rooms accommodating 160 enlisted soldiers with 40 enlisted soldiers per room
- Latrines
 - design and construct CMU latrine buildings with 1 eastern-style toilet, 1 shower, and 1 sink for every 20 people
 - sinks to be combined in the center of each latrine
- Potable water
- Wastewater management
 - provide appropriate water and sewer connections to the additional building and facilities built as a part of this contract
 - RTC supply will come from centralized independent tanks and pumps dedicated to the RTC buildings
 - upgrade the wastewater system to support the RTC, and use a collection and transfer station to move sewage to the sewage treatment plant
 - upgrade the sewage treatment plant to support the increased number of personnel (approximately 2,400)
- Power generation
 - provide a connection point on the building's exterior for an eventual hook-up to the existing electrical power system or a new electrical power system as applicable to power the new facilities
 - trench and provide the appropriate power line to or from the newly constructed buildings and facilities to a main electrical distribution panel/switchgear
- Demolition
 - demolish buildings as required by the contract
 - remove existing tents

- protect existing vegetation, structures, equipment, utilities, and other infrastructure that will remain

Subsequent to the award of the original contract and SOW, GRN was notified that the Iraqi Army would not be increasing the number of students at the facility. Therefore, a partial termination of the project was requested, and the SOW requirements were reduced. The additional barracks would not be required; however, the contractor would perform repairs to the existing barracks building to allow for adequate heating and cooling. In addition, the contractor was to repave the existing roads, and reconfigure the separate latrines into one single building.

Project Design and Specifications

The SOW provided the contractor with conceptual design drawings to serve as a guide. The government provided the contractor the following conceptual design drawings:

- conceptual layout for the entry control point
- overall layout of Hammam Al Alil RTC (Figure 1)
- conceptual layout for the 10-man latrine (Figure 2)

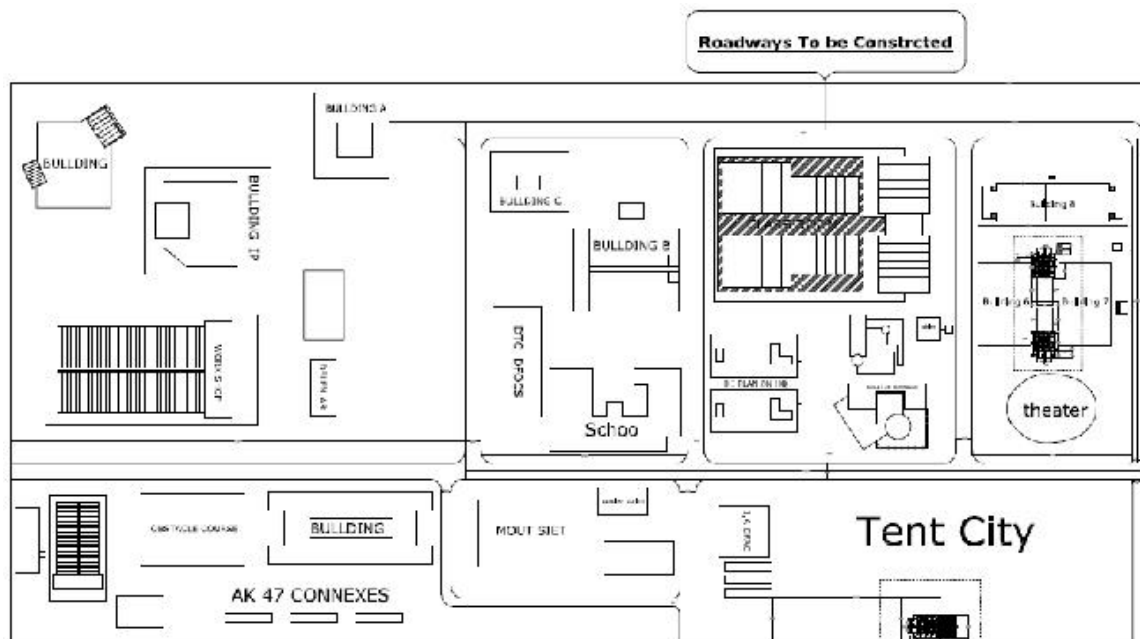


Figure 1. Site plan (Courtesy of the USACE)

Also, the SOW included requirements for the submittal and approval of project designs and specifications. The SOW required the submission of 35%, 50%, and 100% design completion documents—which included design drawings, final specifications, and analysis and calculation packages. In addition, the SOW required the submittal of as-built drawings in editable Computer Assisted Design and Drafting format, Portable Document Format, and hardcopy. The SOW specified that the contractor was to prepare the design documents “...with such clarity that USACE could construct the design work without any additional assistance....”

For the design and construction, the SOW required that the governing code for the project will be the building codes and standards provided within the draft Air Force

Center for Engineering and the Environment Interim Iraqi Construction standards. The contractor will follow the codes listed below for any standards not covered within the draft Air Force Center for Engineering and the Environment standards:

- Building design and construction will comply with the International Building Code.
- Concrete work shall conform to the standards established within the Iraqi Building Code for Reinforced Concrete 1987.
- Final design will comply with all local standards and codes.
- Design and construction of plumbing systems will conform to the International Plumbing Code.
- Materials used for this project will conform to American Society of Testing and Materials standards.
- Heating, Ventilating, and Air Conditioning systems will conform to the standards established within the International Mechanical Code.
- Electrical work will conform to the standards established within the National Electrical Code.
- American Society of Mechanical Engineers
- Indoor Air Quality Standard 62
- Department of Defense Ammunition and Explosive Safety Standards 6055.9-Standard
- International Electromechanical Code
- International Fire Code
- Iraqi General Technical Specifications
- Iraqi Minister of Electricity Standards
- National Electrical Code
- National Fire Prevention Agency
- Sheet Metal and Air-conditioning Contractor's National Association
- Underwriters Laboratories
- American Institute for Steel Construction

The GRN Mosul Area Office provided SIGIR with the 35% and 100% design documents submitted by the contractor. The 100% design drawings were used for the construction of the project and consisted of specific information regarding the proposed latrines, generator enclosure, potable water, and the electrical renovation to building 6. In addition, GRN provided the project's calculations and submittals.

Based on SIGIR's review of the documentation provided by GRN Mosul Area Office, the SOW included detailed requirements and specifications that adequately instructed the contractor on how to design and construct the facility. The contractor provided the 35% and 100% design drawings to GRN for review and approval. SIGIR determined that the 100% design drawings and specifications contained specific information for the construction of the project.

Site Assessment

On 8 July 2009, SIGIR performed an on-site assessment of the Hammam Al Alil RTC project. During the site visit, a GRN Mosul Area Office representative accompanied SIGIR. Due to scheduling, the total time available on site was approximately 15 minutes. This afforded the SIGIR assessment team with the ability to collect information for a limited project overview. Consequently, a complete review of all the work at the project site was not possible. At the time of the site assessment, SIGIR determined that the project was approximately 34% complete.

Site Investigation

Prior to the start of design and construction of the facility, the contractor was required to perform several site surveys. The SOW required the contractor to perform a geotechnical investigation of the project site. The geotechnical investigation report identified the investigation methods and the tests performed for the project. The contractor realized that swelling of the underlying soils was a concern for the project and provided appropriate foundation details. The foundation calculations for the latrines, generator pad, water tank pad, and water tower were based on the maximum allowable bearing pressure of 110 KiloNewtons per square meter (kN/m^2), or about 16 pounds per square inch.

Utilities

At the time of the SIGIR site assessment, the contractor was performing general site work. Excavation for the underground utilities was performed and caution tape had been placed around the excavation (Site Photo 1).



Site Photo 1. Excavation for underground utilities

The contractor was stockpiling construction materials on site. Some of the construction materials were bricks (Site Photo 2) and rebar (Site Photo 3). The stockpiles were disorganized.



Site Photo 2. Construction bricks



Site Photo 3. Construction rebar

Latrines

The SOW included general information for the contractor to use as the design for the latrine building (Figure 2).

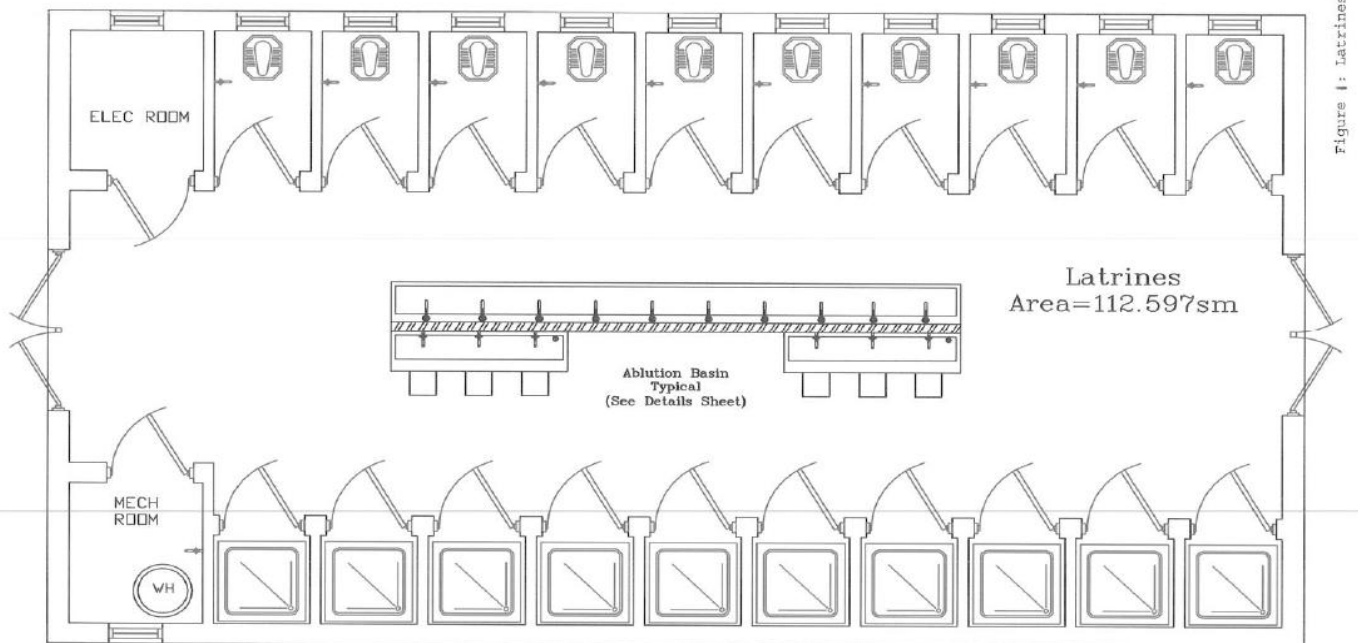


Figure 1: Latrines

Figure 2. Latrine layout (Courtesy of the USACE)

At the time of the SIGIR site assessment, the contractor had constructed the foundation and the floor slab for the latrines (Site Photo 4).



Site Photo 4. Latrine foundation and floor slab

The perimeter stub walls were constructed on top of the footers, and the penetrations for the latrine plumbing were installed through the walls. Reinforcing steel was present through the top of the wall. However, the length of the exposed bars was minimal (Site Photo 5). The length of the reinforcing, shown in Site Photo 5, was less than that required for embedment or splicing into adjacent pours. The defect was noted in the Mosul Area Office quality assurance (QA) documentation, and the Mosul Area Office was addressing the issue.



Site Photo 5. Latrine foundation with penetrations for sanitary sewer piping

Renovations to Existing Building

During the site assessment, contractor personnel were on site and performing renovation work to the existing building (Site Photo 6). Based on discussions with the GRN Mosul Area Office representative, the contractor was performing work on all floors of the building. The clinic and common area would be located on the first floor, and the living areas would be on the remaining floors.



Site Photo 6. Building 6 exterior

SIGIR noted that the contractor stored materials for the project on the first floor. The stored materials consisted of plumbing fixtures and a significant number of air-conditioning units (Site Photo 7).



Site Photo 7. Stored materials in building 6

At the time of the site assessment, the contractor had started renovation of the restrooms in building 6. The renovation consisted of replacement of the floor and wall tiles (Site Photo 8), re-plumbing the restrooms (Site Photo 9), and installation of new fixtures.



Site Photo 8. Tile replacement



Site Photo 9. Re-plumbing restroom

As part of the renovation, the contractor replaced the tile floor. The floor was level with no apparent cracking or displacement (Site Photo 10). The contractor was in the process of installing new electrical wiring and conduit in the building. In accordance with the SOW, the contractor was surface mounting the conduit (Site Photo 11). The contractor was using junction boxes to join intersecting runs of conduit.



Site Photo 10. Tile flooring



Site Photo 11. Building 6 interior wiring

Project Quality Management

Contractor's Quality Control Program

Department of the Army Engineering Regulation (ER) 1180-1-6, dated 30 September 1995, provides general policy and guidance for establishing quality management procedures in the execution of construction contracts. According to ER 1180-1-6, "...obtaining quality construction is a combined responsibility of the construction contractor and the government."

The contract required the contractor to submit an overall quality control (QC) plan that included implementing a three-phase QC control system (preparatory, initial, and follow-up phases) necessary to ensure the construction complies with the requirements of the contract. The QC representatives are responsible for preparing daily reports, identifying and tracking deficiencies, documenting progress of work, and supporting other contractor QC requirements. In addition, the SOW required the contractor to develop and maintain a complete list of QC testing as well as transferred and installed property.

The contractor submitted the QC plan on 26 September 2008, which the GRN Mosul Area Office accepted as meeting the standards addressed in ER 1180-1-6.

The QC representatives monitored field activities and completed daily QC reports, which presented a brief background on the weather, number of workers on site, the work activities and testing performed, and documented deficiencies identified. In addition, the QC representatives supplemented the daily QC reports with photographs reinforcing the information provided in the daily reports.

Government Quality Assurance

According to the GRD QA Memorandum dated 3 May 2007, the QA verifies the effectiveness and accuracy of the contractor's control system for producing quality work.

The project engineer's responsibilities include: reviewing QA reports and QC test results, monitoring the contractor submittal register to ensure that the required submittals are received, and ensure that the contractor is working in accordance with the health and safety requirements.

The QA representative prepares the reports to ensure that deficiencies are documented with photographs. Also, the QA representative reviews the contractor QC reports for accuracy and completeness. Further, the QA representative reviews the contractor submittals to ensure that the submittals were approved before starting the work.

The GRN Mosul Area Office, which is responsible for the construction of the Hammam Al Alil RTC project, employs local-national Iraqi associate engineers to serve as QA representatives responsible for visiting the project site and writing QA reports. In addition, GRN Mosul Area Office representatives visit project sites to verify the contractor's work.

Local-national QA representatives monitored field activities and completed daily QA reports. The reports document the number of workers on site and the work

performed for the day. Also, the QA representatives supplement the daily QA reports with detailed photographs that reinforce the information provided in the reports. In addition, the QA representative maintains a deficiency tracking log that provides a description of the deficiency, location, and suggested corrective action. The QA representative also annotates on the deficiency tracking log whether or not the contractor has taken corrective action.

SIGIR reviewed the daily QA reports and determined that the QA representatives did perform effectively in identifying and correcting construction deficiencies at the project site. Also, the QA representative supplemented the reports with photographs that reinforced the information in the report and maintained a deficiency tracking log.

Obtaining quality construction is the combined responsibility of the construction contractor and the government. The mutual goal is a quality product conforming to the contract requirements, and the contract documents establish the quality required for the project. In the review of the Hammam Al Alil RTC project, the QC and QA programs were effective in obtaining quality construction. The QC and QA programs did not allow construction to continue that did not meet the SOW or the design standards.

Project Sustainability

The contract included sustainability elements. The contract specifications require that the contractor provide a 12-month warranty after project close-out to ensure that the project meets the performance criteria. Further, the contractor must provide all operations and maintenance (O&M) manuals for all facility equipment, and is responsible for testing and commissioning of all mechanical and electrical systems. Specific contract requirements include:

Spare Parts

The contractor is required to provide 12 months of spare parts necessary to insure proper performance of the project.

As-built Drawings

Upon completion of the project, the contractor must provide as-built drawings in editable Computer Assisted Design and Drafting format, portable document format, and hardcopy. Final as-built drawings will depict all deviations, modifications, alterations or changes incorporated into the facilities and construction footprint.

Warranty of Construction Work and Training

The contractor will provide operation and maintenance support for all facilities and equipment installed, constructed, or rehabilitated. The support will be provided during the construction, start-up, and commissioning phases of the project. Also, the O&M support will continue for a period of 12 months after the issuance of the Letter of Project Completion.

Also, the contractor will provide training after the construction is complete, but before the final acceptance and start of operations. The contractor will provide site specific O&M training appropriate to the facilities and equipment installed, constructed, or rehabilitated. A one-day training session will be conducted on site to demonstrate normal O&M procedures for each element of the system. In addition,

the contractor will provide copies of the O&M manuals and any additional training materials. The contractor will submit a schedule for the training.

Conclusions

1. Project components were adequately designed prior to construction or installation.

The U.S. government provided the preliminary conceptual designs to the contractor. The SOW required the contractor to develop the preliminary package into a complete design package. Also, the SOW included requirements for the submittal and approval of the project's 100% designs and specifications. The SOW specified that the contractor was to prepare the design documents "...with such clarity that USACE could construct the design work without any additional assistance...."

The GRN Mosul Area Office provided SIGIR with the design documents submitted by the contractor. SIGIR reviewed the contractor-generated drawings, which contained specific information on the proposed latrines, generator enclosure, potable water, and the electrical renovation to building 6. SIGIR determined that the 100% design drawings and specifications contained specific information for the construction of the project.

2. Construction or rehabilitation is in compliance with the standards of the design.

During the 8 July 2009 site assessment, SIGIR observed ongoing construction work, such as excavation for the underground utilities, concrete foundation and formwork for the latrines, and renovations to building 6. At the time of the site assessment, the project was approximately 34% complete. SIGIR observed that the contractor was stockpiling construction materials on site and performing renovation work on all floors of building 6.

3. Adequate quality management programs were being used.

The contractor's QC plan was sufficiently detailed to effectively guide the contractor's quality management program. The contractor submitted a QC plan, which GRN accepted as meeting the standards addressed in Engineering Regulation 1180-1-6 (*Construction Quality Management*). The QC representatives monitored field activities and completed daily QC reports that presented a brief background on the number of workers on site, work activities performed and major equipment on site.

The U.S. government QA program was effective in monitoring the contractor's QC program. GRN Mosul Area Office employed local Iraqi QA representatives to monitor field activities and complete daily QA reports. The daily reports documented the number of workers on site and the daily work performed. Also, the QA representatives supplemented the daily QA reports with detailed photographs that reinforced the information provided in the reports. In addition, the QA representative maintained a deficiency tracking log that provides a description of the deficiency, location, and suggested corrective action. The QA representative also annotated the deficiency tracking log as to whether or not the contractor took corrective action. SIGIR reviewed the QA reports and found that the QA representatives did an effective job identifying and correcting construction deficiencies at the project site.

4. Sustainability was addressed in the contract or task order for the project.

Sustainability was addressed in the contract requirements. The contract included sustainability elements for operating this project after turnover. The contract specifications require the contractor to provide a twelve-month warranty after project close-out. In addition, the contractor is required to perform operations and maintenance training appropriate to the facilities and equipment installed, constructed, or rehabilitated in the scope of this project, along with providing operations and maintenance manuals. Also, the contractor must provide 12 months of spare parts necessary to ensure proper maintenance of the project. Further, upon completion of each facility, the contractor must prepare and furnish as-built drawings, which will be a record of the construction as installed and completed.

5. Project results were or will be consistent with their original objectives.

As of SIGIR's site assessment, the Hammam Al Alil Regional Training Center project was approximately 34% complete. If the current contractor performance and the QA monitoring process continues as SIGIR found during this assessment, the results will be consistent with the original project objective to construct a new Iraqi Army Regional Training Center in Mosul, Iraq.

Recommendations

This report does not contain any negative findings. As a result, no recommendations for corrective action were made and management comments were not required.

Management Comments

U.S. Central Command, U.S. Forces-Iraq, and the Gulf Central District of the USACE provided a response to a draft of this report indicating that they had reviewed the draft report, generally agreed with the facts as stated in the report, and had no comments to provide.

Appendix A. Scope and Methodology

SIGIR performed this project assessment from July 2009 through December 2009 in accordance with the Quality Standards for Inspections issued by the Council of Inspectors General on Integrity and Efficiency. The assessment team included two engineers/inspectors and two auditors/inspectors.

In performing this Project Assessment SIGIR:

- Reviewed documentation to include the following: contract W917BE-08-D-0007, contract amendments and/or modifications, Statement of Work;
- Reviewed contractor quality control plan, contractor quality control reports and photographs, government quality assurance reports, and quality assurance photographs;
- Reviewed the design package (plans) and submittals; and
- Conducted an on-site assessment on 8 July 2009 and documented the results of the Hammam Al Alil Regional Training Center project in Mosul, Iraq.

Scope Limitation. The time allotted for the Hammam Al Alil Regional Training Center project site assessment was approximately 15 minutes; therefore, a complete review of all work completed was not possible.

Appendix B. Acronyms

CMU	Concrete Masonry Unit
ER	Engineering Regulation
GRN	Gulf Region Division –Northern District
kN/m ²	KiloNewtons per Square Meter
O&M	Operations and Maintenance
QA	Quality Assurance
QC	Quality Control
RTC	Regional Training Center
SIGIR	Special Inspector General for Iraq Reconstruction
SOW	Statement of Work
USACE	U.S. Army Corps of Engineers

Appendix C. Report Distribution

Department of State

Secretary of State

Senior Advisor to the Secretary and Coordinator for Iraq

Director of U.S. Foreign Assistance/Administrator, U.S. Agency for
International Development

Director, Office of Iraq Reconstruction

Assistant Secretary for Resource Management/Chief Financial Officer,
Bureau of Resource Management

U.S. Ambassador to Iraq

Director, Iraq Transition Assistance Office

Mission Director-Iraq, U.S. Agency for International Development

Inspector General, Department of State

Department of Defense

Secretary of Defense

Deputy Secretary of Defense

Under Secretary of Defense (Comptroller)/Chief Financial Officer

Deputy Chief Financial Officer

Deputy Comptroller (Program/Budget)

Deputy Assistant Secretary of Defense-Middle East, Office of Policy/International
Security Affairs

Inspector General, Department of Defense

Director, Defense Contract Audit Agency

Director, Defense Finance and Accounting Service

Director, Defense Contract Management Agency

Department of the Army

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

Principal Deputy to the Assistant Secretary of the Army for Acquisition,
Logistics, and Technology

Deputy Assistant Secretary of the Army (Policy and Procurement)

Commanding General, Joint Contracting Command-Iraq/Afghanistan

Assistant Secretary of the Army for Financial Management and Comptroller

Chief of Engineers and Commander, U.S. Army Corps of Engineers

Commanding General, Gulf Region Division

Chief Financial Officer, U.S. Army Corps of Engineers

Auditor General of the Army

U.S. Central Command

Commanding General, Multi-National Force-Iraq

Commanding General, Multi-National Corps-Iraq

Commanding General, Multi-National Security Transition Command-Iraq

Commander, Joint Area Support Group-Central

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Inspector General, Department of the Treasury
Inspector General, Department of Commerce
Inspector General, Department of Health and Human Services
Inspector General, U.S. Agency for International Development
President, Overseas Private Investment Corporation
President, U.S. Institute of Peace

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Senate Committee on Appropriations
Senate Committee on Armed Services
Senate Committee on Foreign Relations
Senate Committee on Homeland Security and Governmental Affairs

U.S. House of Representatives

House Committee on Appropriations
House Committee on Armed Services
House Committee on Oversight and Government Reform
House Committee on Foreign Affairs

Appendix D. Project Assessment Team Members

The Office of the Assistant Inspector General for Inspections, Office of the Special Inspector General for Iraq Reconstruction, prepared this report. The principal staff members who contributed to the report were:

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Kevin O'Connor

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Yogin Rawal, P.E.